

► **Building Momentum...**

Mayor Jackson has moved the city forward with **steady, effective leadership**:

- An ability to see and embrace the city’s challenges. He’s not afraid to ask the tough questions, make the hard decisions and be straight with people.
- A partnership approach with all stakeholders, especially the citizens he represents. He’s earned their trust and confidence by asking them to hold him accountable and delivering on what he says he will do.
- A capacity to work effectively with other elected officials and governmental and political groups of all kinds. He knows how to build the bridges that take the city where it needs to go.

- A “can do” attitude that has replaced years of Clevelanders’ low self-esteem and doubt. Residents have a new sense of pride in their city and a belief it will continue to win.
- A sincere motivation to improve life for all citizens in the city he loves and has lived in his whole life. The people are at the center of every decision he has made and every action he takes.



“All that we do is about the people and whether or not they are better off as a result of what we do. The measure of our progress is whether we – in particular, the least of us – are able to participate in the prosperity and quality of life that we create as a community.”

“What others see as challenges, I see as opportunities – opportunities to strive for more, to provide world-class services that enhance the quality of life for all.”

***“To be a **Great** city, we have to go beyond our self-interest and focus on the **People’s Best Interest.**”***

Mayor Frank G. Jackson



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Where Cleveland’s Been, Where It Is Going, and Building on Momentum.

► **Mayor Jackson’s  
Transformative Leadership**



***“There is still more I want to do, must do, to connect our people to the new prosperity and opportunities we are creating.”***

Mayor Frank G. Jackson

Highlights from the State of the City Address  
Frank G. Jackson, Mayor

March 9, 2017

► **Where Cleveland’s Been...**

Mayor Jackson built steady growth and advancements for the city, even in challenging economic times:

- Fiscally disciplined government, including 11 years of balanced budgets.
- Increased services to every neighborhood.
- Ongoing school reform, in cooperation with the business, labor, public and charter schools, government and philanthropic sectors of the community. Citizens rallied behind these efforts by passing an operating levy in 2012, the first in 14 years; its renewal in 2016; and a capital levy in 2014.
- Economic growth in key sectors, including health care, education, research, financial services and manufacturing, which has leveraged over \$3 billion in new investments. New policies are aimed at stimulating growth and wealth creation in city neighborhoods, including the \$25 million Neighborhood Transformation Initiative fund.

► **Where It’s Going...**

City of Cleveland voters passed a half of a percent income tax increase, the first in 35 years. This money is being used to enhance city services, improve safety and create prosperity for all.

**Budget Enhancements in Action:**  
**Safety**

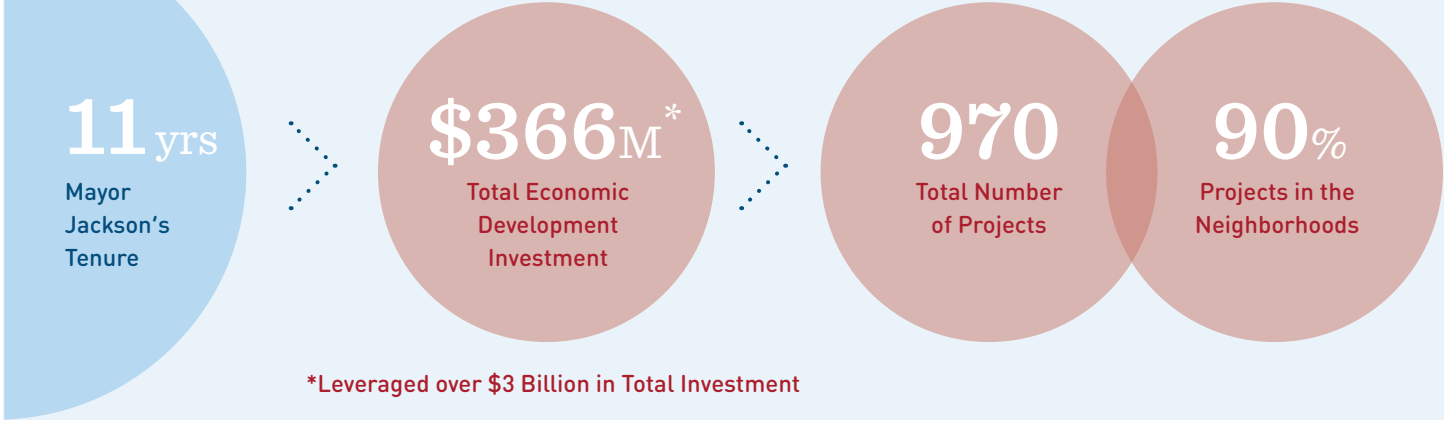
- The Division of Police will increase personnel by 93 employees, adding two captains, three lieutenants, 11 sergeants, 65 patrol officers and 12 safety radio dispatchers. The new Neighborhood Impact Community Engagement Squad has already been deployed to foster community engagement; it is included in the enhanced budget of approximately \$8.3 million.
- The Division of Fire will increase its budget by more than \$2.8 million, with an additional fire company that will open in April 2017, ballistic vests for all firefighters, a Records Management System upgrade, and four support personnel.
- The Division of Emergency Medical Services will add 60 paramedics and eight dispatchers to reduce response times, four new captains to oversee field operations, and will purchase five new ambulances, which will all be in action by 2018.

- The Division of Animal Care and Control will add 16 employees, including two animal control officers, a veterinarian, two veterinarian technicians, a supervisor, shelter manager and additional support staff for a new kennel to open in the fall of 2017.
- Reduce violence and improve health**
- Appointed Chief of Intervention, Prevention and Opportunity for Youth and Young Adults to align city services and aid in preventing and reducing youth violence. Expanded staff includes the addition of two crime analysts, two outreach workers and a grants administrator, along with \$1 million to partner with outside agencies for crime reduction.
  - The Department of Public Health’s staff will increase by 21 employees, who will focus on youth violence as a public health issue, preventing lead poisoning, reducing infant mortality, addressing the opiate epidemic and improving our environment.
  - The Division of Recreation will increase staff and programming by more than \$2.3 million as a means of reducing youth violence and providing increased opportunity for young people.
  - Redefining conventional definitions of recreation and open space to include community resources, such as community gardens, skateboard parks and mountain and dirt bike parks, etc. By meeting our young people where they are, we will keep them engaged in the community. In doing this, we will reduce crime, increase education and create a sense of community with young people.

**Neighborhood impact and investments**

- The Department of Public Works’ enhanced budget of nearly \$4.6 million will add employees to improve services such as street sweeping, pothole repair, waste collection and leaf removal. It also allows for improved park and playground infrastructure maintenance, improved urban forestry, and a stronger focus on illegal dumping reduction and clean-up.
- The Building and Housing Department will add 33 employees to better inspect residential and vacant properties and remove condemned properties and blight from our neighborhoods.
- The City of Cleveland has made over half a billion—\$513 million—of bond and demolition allocations since 2006. Of those allocations, over 90% occurred outside of downtown Cleveland. More than 10,000 demolitions have been completed since 2006. (source: Frank Ford, Western Reserve Land Conservancy)

► **Neighborhood Impact**



- Our capital investments have strengthened our neighborhoods. Not only have we spent 90% of our capital investments in neighborhoods outside of downtown, but the Mayor has insisted that our investments be strategic in improving and turning around our neighborhoods.
- In the first 11 years of the Mayor’s administration (2006-2016), we have invested \$366 million in nearly a thousand (970) Economic Development projects. Our investments have leveraged over \$3 billion in total investments. And our investments have created 19,702 new jobs and retained 13,520 existing jobs.
- Of the 970 total projects, 739 projects—which at 76.2% represents over three-quarters of the total—occurred in neighborhoods outside of downtown and University Circle.



**Maintain exceptional services in port control and utilities**

- The Department of Port Control, under new leadership, continues to position itself for growth in the competitive airport industry. Cleveland Hopkins International Airport completed more than \$35 million in renovations and added three new airlines in recent years. Burke Lakefront Airport completed nearly \$12 million in improvements, opened a new fixed-base operation, added direct flights to Cincinnati and Morristown, New Jersey, and is growing its incubator program.
- The Department of Public Utilities continues to provide high-quality water, electric and sewer services at affordable rates. Cleveland Water is in the middle of three years of 0% rate increases, and is transitioning its billing to improve customer convenience. Cleveland Public Power continues to focus on providing high-quality customer service and outage resolution while controlling rates. Water Pollution Control is implementing an expanded capital improvement program that includes a survey to identify issues and proactively replace aging infrastructure.

**Ensure accountability**

- The new Mayor’s Office of Quality Control and Performance Management will monitor and assess program and service delivery to residents. This office will track departmental performance and incorporate process improvement methods to ensure high levels of accountability, compliance and quality control, thereby improving service delivery to residents.